



Quality at Cummins

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Quality in Health Care

The Problem: Quality in health care *varies greatly*

- The most expensive is not always the highest quality
- Most facilities excel in some areas but not all (facility, provider, re-admissions, mortality, etc.)
- We wanted Centers of Excellence (COE) that met our definition of a quality framework

The Solution: **Define Quality Requirements for Cummins**



➤ Improved Health Care Outcomes



➤ Patient-Centered Approach



➤ Data Driven



➤ Proven and Ongoing Measurement

How to Make Quality a Reality – Options

1. Direct Contracting – Cummins Led

- Requires specialized resources and investment
- Limits number of facilities to contract with based on resources and regional surgical volumes
- No feedback loop

2. Partial Program – Carrier Partnership

- Subject to the carrier's partnerships and contracting and existing COEs
- Limited bundling and no fees at risk

3. Full Program – COE Hospital Quality Vendor

- Clinical records assessment and quality data analysis
- Onsite provider and surgeon reviews
- Episode based bundled contracts with fees-at-risk
- Continuous feedback loop
- Dedicated concierge / patient experience navigation

Cummins Quality Requirements



➤ Improved Health Care Outcomes



➤ Patient-Centered Approach



➤ Data Driven



➤ Proven and Ongoing Measurement

Why We Selected



-
- **Heavily data-focused – over 50 data elements reviewed**
 - **Both facility *and* surgeon level outcomes reviewed and rated**
 - **Enhanced payment for *surgery avoidance***
 - **Patient-Centered Experience**
 - **Episode-Based Provider Contracts (bundled payments) with feedback loop**
 - **Cover many of Cummins targeted care areas:**
 - Orthopedics
 - Cardiovascular
 - Bariatrics
 - Oncology
 - Mental Health (on roadmap for 2022)

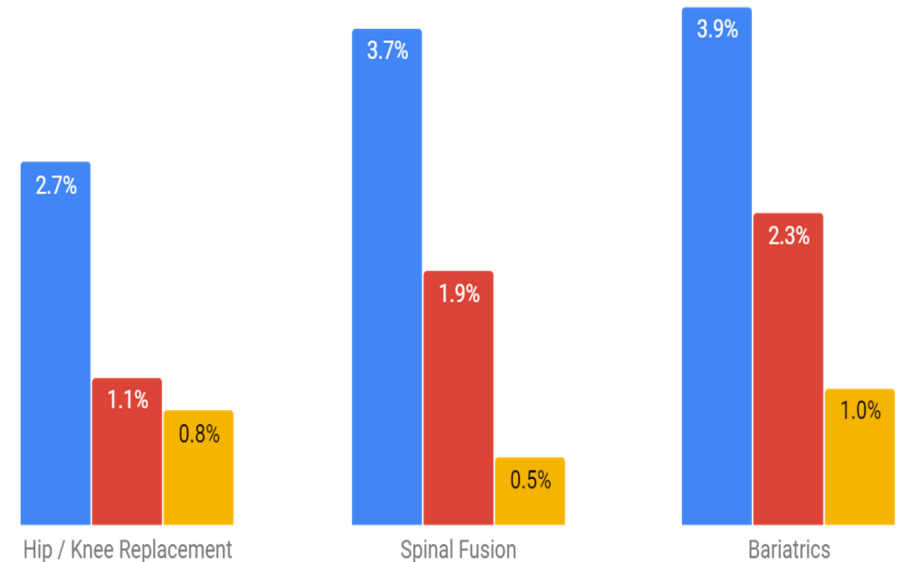
Quality with Bundled Payments

- Encourages management of all aspects of care
- Promotes and rewards surgery avoidance when medically sound
- Results in quality outcomes and cost savings to Cummins and employees
- Offers sound reimbursement to providers



Carrum Quality Advantage: 30-Day Readmission Rates

■ National Commercial Average ■ Carrum COEs (all patients) ■ Carrum Patients



ROI guarantees sustains quality outcome metrics overtime by incentivizing Carrum and providers

